



**Health Services**  
LOS ANGELES COUNTY

November 24, 2009

**Los Angeles County  
Board of Supervisors**

**Gloria Molina**  
First District

**Mark Ridley-Thomas**  
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Fourth District

**Michael D. Antonovich**  
Fifth District

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D.   
Interim Director

SUBJECT: **STATUS REPORT ON KEY INDICATORS OF PROGRESS, HOSPITAL OPERATIONS, AND OTHER ISSUES RELATED TO THE TRANSITION TO THE NEW LAC+USC MEDICAL CENTER – PROGRESS REPORT #24 (Agenda Item #S-1, November 24, 2009)**

**John F. Schunhoff, Ph.D.**  
Interim Director

**Robert G. Splawn, M.D.**  
Interim Chief Medical Officer

This is to provide your Board with the bi-monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This report is the full monthly operational report with trends to include the month of October 2009.

313 N. Figueroa Street, Room 912  
Los Angeles, CA 90012

Tel: (213) 240-8101  
Fax: (213) 481-0503

**Census Trending (ADC includes Psychiatric & Newborn Patients)**

The Average Daily Census (ADC) for the month of October was 581 out of 671 licensed beds, an estimated 85% utilization rate (87% occupancy). The census for Medical/Surgical units was an estimated 95% utilization rate (97% occupancy) for October 2009. These ADC measures have been consistent within a few percentages for over 6 months.

**Emergency Department (ED) Indicators**

During the last 6 months, the Median Boarding Time has varied no more than 1 hour and 30 minutes and, at 4 – 5 hours on average, remains well below the target of 7 hours. The Left Without Being Seen indicator has increased by less than a percent but is an area that the facility continues to target as a high priority to reduce. The ED Wait time has remained the same as last month. Because these are average and median measures, it is important to point out that there are outliers in all of the measures where individual patients do wait longer during very busy periods in the ED.

[www.dhs.lacounty.gov](http://www.dhs.lacounty.gov)

*To improve health  
through leadership,  
service and education.*

**Crowding Level Comparison** -- The graph on page 9 of the attachment demonstrates the trending of the Surge Report demonstrating how the overcrowding levels decreased with the implementation of the Surge Plan in May 2009, as compared to the December 2008 through April 2009. While the graph shows slight increases from May 2009 to present, LAC+USC management has implemented various options, as described in detail in the November 10, 2009 report, that are being utilized to mitigate overcrowding. All efforts are being made to reduce the crowding to the Very Busy level as much as possible.

**Transfers Out of Hospital** -- On pages 10 and 11 of the attachment, the number of transfers out of the facility continues to rise along with efforts to



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Each Supervisor  
November 24, 2009  
Page 2

reduce ED crowding. For October 2009, the number of transfers has increased to an all time high of 158, with an increasing number of transfers to private hospitals (primarily Medi-Cal). On November 12, 2009, the Department entered into a contract with Silverlake Medical Center to accept at least 15 patients per month for a total of at least 360 patient days in a six month period, utilizing delegated authority given to the Department on September 29, 2009. An additional contract is being negotiated and is targeted for completion in mid-December.

### **Average Length of Stay (ALOS)**

As indicated on page 12 of the attachment, the target of "less than 5.5 days" was essentially achieved prior to the move to the new facility. After the move and with continuing efforts to transfer stable, low level acuity patients to both Rancho and private hospitals, the patients that remain at LAC+USC are unstable, and more acute, such as victims of trauma and complex medical cases. Transferring out the low acuity patients has driven the overall measure of ALOS to an average of 5.8 days over the last year. Efforts to reduce this are ongoing, however, this trend may continue as the hospital admits are limited to higher level, tertiary care patients.

If you have any questions or need additional information please contact Carol Meyer, Chief Network Officer at (213) 240-8370 or me.

JFS:CM:pm  
811:003

### **Attachments**

c: Chief Executive Officer  
Acting County Counsel  
Executive Officer, Board of Supervisors

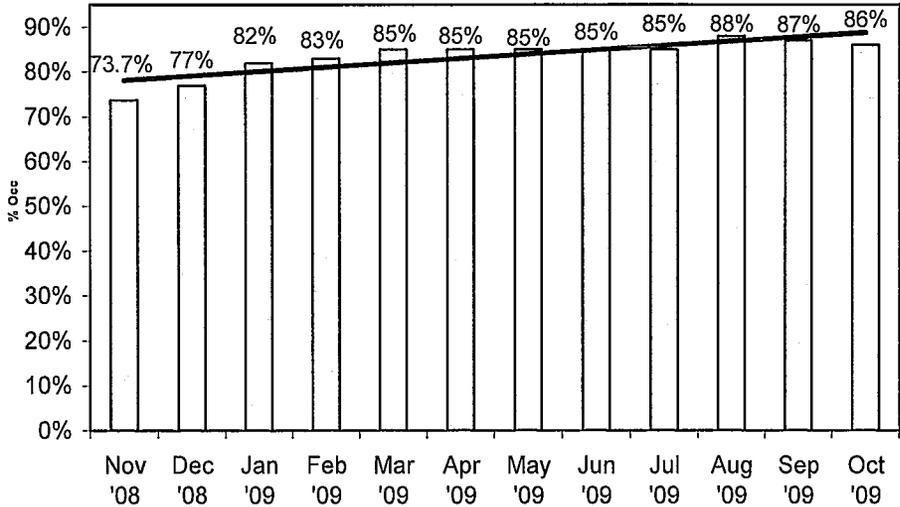
**LAC+USC Medical Center**  
**Operational Monitoring Report**  
**Reporting Period – October 2009**

Indicator	Definition	Data	Comments																																																
<b>Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics</b>																																																			
<b>1a.</b> <b>Average Daily Census (ADC)</b>	<p><b>ADC:</b>  A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean.</p> <p><b>Calculation:</b>  Total number of admitted inpatients at 12:00 AM midnight daily, summed over the month and divided by the total number of days in the month.</p> <p><b>Source of Data:</b>  Affinity</p>	<p style="text-align: center;"><b>ADC</b></p> <table border="1"> <caption>ADC Data Points</caption> <thead> <tr> <th>Month</th> <th>ADC</th> </tr> </thead> <tbody> <tr><td>Oct '06</td><td>637</td></tr> <tr><td>Dec '06</td><td>598</td></tr> <tr><td>Feb '07</td><td>623</td></tr> <tr><td>Apr '07</td><td>612</td></tr> <tr><td>Jun '07</td><td>605</td></tr> <tr><td>Aug '07</td><td>625.5</td></tr> <tr><td>Oct '07</td><td>623</td></tr> <tr><td>Dec '07</td><td>590</td></tr> <tr><td>Feb '08</td><td>609</td></tr> <tr><td>Apr '08</td><td>605</td></tr> <tr><td>Jun '08</td><td>583</td></tr> <tr><td>Aug '08</td><td>611</td></tr> <tr><td>Oct '08</td><td>578</td></tr> <tr><td>Dec '08</td><td>491</td></tr> <tr><td>Feb '09</td><td>525</td></tr> <tr><td>Apr '09</td><td>563</td></tr> <tr><td>Jun '09</td><td>572</td></tr> <tr><td>Aug '09</td><td>577</td></tr> <tr><td>Oct '09</td><td>572</td></tr> <tr><td>Dec '09</td><td>573</td></tr> <tr><td>Feb '10</td><td>592</td></tr> <tr><td>Apr '10</td><td>589</td></tr> <tr><td>Jun '10</td><td>581</td></tr> </tbody> </table> <p>Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.</p>	Month	ADC	Oct '06	637	Dec '06	598	Feb '07	623	Apr '07	612	Jun '07	605	Aug '07	625.5	Oct '07	623	Dec '07	590	Feb '08	609	Apr '08	605	Jun '08	583	Aug '08	611	Oct '08	578	Dec '08	491	Feb '09	525	Apr '09	563	Jun '09	572	Aug '09	577	Oct '09	572	Dec '09	573	Feb '10	592	Apr '10	589	Jun '10	581	<p>ADC provided as background information.</p>
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**Operational Monitoring Report**  
**Reporting Period – October 2009**

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<p><b>1b.</b> <b>Occupancy Rate LAC+USC Medical Center</b></p>	<p><b>Definition:</b> A measure of the usage of the licensed beds during the reporting period that is derived by dividing the patient days in the reporting period by the licensed bed days in the reporting period.</p> <p><b>Calculation:</b> The total number of admitted inpatients at 12:00 AM midnight, including women in labor, may include normal newborns and psychiatric inpatients divided by licensed or budgeted beds.</p> <p><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> 95%</p>	<p>1. Medical Center Licensed Occupancy Rate (excluding Newborns) = <math>\text{Med Center Census} - \text{Newborns} / 600</math></p> <p style="text-align: center;">Med Center Census – Newborns / 600</p> <p>2. Medical Center Licensed Occupancy Rate (including Newborns) = <math>\text{Med Center Census} + \text{Newborn} / 600</math></p> <p style="text-align: center;">Med Center Census + Newborns / 600</p>	<p>For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.</p>

**LAC+USC Medical Center**  
**Operational Monitoring Report**  
**Reporting Period – October 2009**

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		<p>3. Healthcare Network Budgeted Occupancy            Med Center Census + Newborns + Psych Hosp Census / 671</p> <p align="center">Med Center Census + Newborns + Psych Hosp Census / 671</p>  <table border="1" data-bbox="685 591 1585 1098"> <caption>Healthcare Network Budgeted Occupancy Data</caption> <thead> <tr> <th>Month</th> <th>% Occ</th> </tr> </thead> <tbody> <tr><td>Nov '08</td><td>73.7%</td></tr> <tr><td>Dec '08</td><td>77%</td></tr> <tr><td>Jan '09</td><td>82%</td></tr> <tr><td>Feb '09</td><td>83%</td></tr> <tr><td>Mar '09</td><td>85%</td></tr> <tr><td>Apr '09</td><td>85%</td></tr> <tr><td>May '09</td><td>85%</td></tr> <tr><td>Jun '09</td><td>85%</td></tr> <tr><td>Jul '09</td><td>85%</td></tr> <tr><td>Aug '09</td><td>88%</td></tr> <tr><td>Sep '09</td><td>87%</td></tr> <tr><td>Oct '09</td><td>86%</td></tr> </tbody> </table> <p>Medical Center = New Facility            Healthcare Network = New Facility + Psychiatric Hospitals</p>	Month	% Occ	Nov '08	73.7%	Dec '08	77%	Jan '09	82%	Feb '09	83%	Mar '09	85%	Apr '09	85%	May '09	85%	Jun '09	85%	Jul '09	85%	Aug '09	88%	Sep '09	87%	Oct '09	86%	
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**Operational Monitoring Report**  
**Reporting Period – October 2009**

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<p><b>2a.</b></p> <p><b>Median Emergency Department Boarding Time (EDBT)</b></p> <p><b>*Harris Rodde Indicator</b></p>	<p><b>Boarding Time:</b> Time from MD Admit time (effective date and time of pre-admit) to time the patient actually leaves the ED en route to assigned bed (effective date and time of the ED disposition).</p> <p><b>Calculation:</b> The middle value in the set of individual boarding times for the month arranged in increasing order. If there is an even number of values, then the median is the average of the middle two values.</p> <p><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> Less than 7 hours.</p>	<p style="text-align: center;"><b>Median EDBT</b></p> <table border="1"> <caption>Median EDBT Data (Time in minutes)</caption> <thead> <tr> <th>Month</th> <th>Adult</th> <th>Peds</th> <th>Total</th> </tr> </thead> <tbody> <tr><td>Nov '08</td><td>4:28</td><td>2:18</td><td>4:12</td></tr> <tr><td>Dec '08</td><td>4:58</td><td>2:17</td><td>4:33</td></tr> <tr><td>Jan '09</td><td>5:22</td><td>2:21</td><td>4:28</td></tr> <tr><td>Feb '09</td><td>5:14</td><td>2:22</td><td>4:44</td></tr> <tr><td>Mar '09</td><td>6:06</td><td>2:32</td><td>6:06</td></tr> <tr><td>Apr '09</td><td>4:34</td><td>2:31</td><td>4:00</td></tr> <tr><td>May '09</td><td>3:54</td><td>2:36</td><td>3:38</td></tr> <tr><td>Jun '09</td><td>5:00</td><td>2:35</td><td>4:32</td></tr> <tr><td>Jul '09</td><td>5:37</td><td>2:39</td><td>5:01</td></tr> <tr><td>Aug '09</td><td>5:37</td><td>2:53</td><td>4:41</td></tr> <tr><td>Sep '09</td><td>5:37</td><td>2:40</td><td>4:44</td></tr> <tr><td>Oct '09</td><td>5:37</td><td>2:40</td><td>4:44</td></tr> </tbody> </table> <p>Oct '09 data is Preliminary data</p>	Month	Adult	Peds	Total	Nov '08	4:28	2:18	4:12	Dec '08	4:58	2:17	4:33	Jan '09	5:22	2:21	4:28	Feb '09	5:14	2:22	4:44	Mar '09	6:06	2:32	6:06	Apr '09	4:34	2:31	4:00	May '09	3:54	2:36	3:38	Jun '09	5:00	2:35	4:32	Jul '09	5:37	2:39	5:01	Aug '09	5:37	2:53	4:41	Sep '09	5:37	2:40	4:44	Oct '09	5:37	2:40	4:44	
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**Operational Monitoring Report**  
**Reporting Period – October 2009**

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**Operational Monitoring Report**  
**Reporting Period – October 2009**

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<b>Indicator #2 - Emergency Department Metrics</b>			
<p><b>2b.</b> <b>ED Wait Time</b></p>	<p><b>ED Wait Time:</b> Measured from time patient is triaged to time patient is either admitted or discharged reported as an arithmetic mean.</p> <p><b>Definition:</b> Sum of all wait time values during the monthly reporting period divided by the total number of values.</p> <p><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> No target value. Lower numbers are better.</p>	<div style="text-align: center;"> <p><b>ED Average Wait Time</b></p> </div> <p><b>Adult Wait Time :</b> *Excludes Psych, Pediatric, Observation Unit, and Jail patients</p> <p><b>Total ED Wait time:</b> *Excludes Psych, Observation Unit, and Jail</p>	

**LAC+USC Medical Center**  
**Operational Monitoring Report**  
**Reporting Period – October 2009**

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<p><b>2c.</b></p> <p><b>Left Without Being Seen (LWBS)</b></p> <p><b>*Harris Rodde Indicator</b></p>	<p><b>LWBS:</b> The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits.</p> <p><b>Calculation:</b> The total number of patients who left the ED without being seen divided by the total number of ED patient visits on a monthly basis.</p> <p><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> No target value. Lower numbers are better.</p>	<p style="text-align: center;"><b>Left Without Being Seen</b></p> <p style="text-align: center;">Oct '09 data is Preliminary data</p>	

**LAC+USC Medical Center**  
**Operational Monitoring Report**  
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<p><b>2d.</b> <b>ED Diversion</b></p>	<p><b>ED Diversion:</b> A percentage measure of the time the ED diverts ambulance traffic away from the ED, reported as a function of the reason for diversion on a monthly basis.</p> <p><b>Calculation:</b> The total number of hours of ED diversion for a specific reason divided by the total number of available hours in a month.</p> <p><b>Source of Data:</b> ReddiNet</p>	<p style="text-align: center;"><b>Diversion of ALS Units due to ED Saturation</b></p>	<p>This is slightly lower than the before move diversion history which generally ranged between 50-60%.</p> <p><b>Key points:</b></p> <ul style="list-style-type: none"> <li>-- Diversion is for paramedic runs only; Basic Life Support ambulances still arrive.</li> <li>-- When diversion is requested but all hospitals in the area are on diversion, patients go to the closest hospital. Therefore, ambulances often arrive while "on diversion".</li> </ul>

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**Reporting Period – October 2009**

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<b>2e.</b> <b>Surge Report</b>		<p style="text-align: center;"><b>Crowding Level Comparison</b></p> <p>The chart shows a significant increase in 'Dangerously OC' cases during the 'Surge Plan Not Operational' period, peaking at approximately 58% in April 2009. Once the 'Surge Plan Operational' period begins in May 2009, there is a marked decrease in 'Dangerously OC' cases, with a notable peak in 'OverCrowded' cases reaching about 55% in August 2009.</p> <table border="1"> <caption>Approximate Data from Crowding Level Comparison Chart</caption> <thead> <tr> <th>Month</th> <th>Dangerously OC</th> <th>Severely OC</th> <th>OverCrowded</th> <th>Extremely Busy</th> <th>Busy</th> <th>Not Busy</th> </tr> </thead> <tbody> <tr><td>12/08</td><td>12</td><td>18</td><td>33</td><td>24</td><td>10</td><td>6</td></tr> <tr><td>1/09</td><td>30</td><td>37</td><td>26</td><td>6</td><td>0</td><td>0</td></tr> <tr><td>2/09</td><td>19</td><td>32</td><td>31</td><td>14</td><td>3</td><td>0</td></tr> <tr><td>3/09</td><td>37</td><td>29</td><td>29</td><td>8</td><td>0</td><td>0</td></tr> <tr><td>4/09</td><td>58</td><td>24</td><td>14</td><td>5</td><td>0</td><td>0</td></tr> <tr><td>5/09</td><td>1</td><td>16</td><td>44</td><td>33</td><td>6</td><td>0</td></tr> <tr><td>6/09</td><td>3</td><td>21</td><td>44</td><td>25</td><td>6</td><td>0</td></tr> <tr><td>7/09</td><td>6</td><td>39</td><td>39</td><td>14</td><td>1</td><td>0</td></tr> <tr><td>8/09</td><td>5</td><td>40</td><td>55</td><td>15</td><td>5</td><td>0</td></tr> <tr><td>9/09</td><td>10</td><td>37</td><td>31</td><td>20</td><td>1</td><td>0</td></tr> <tr><td>10/09</td><td>13</td><td>36</td><td>38</td><td>11</td><td>1</td><td>0</td></tr> </tbody> </table>	Month	Dangerously OC	Severely OC	OverCrowded	Extremely Busy	Busy	Not Busy	12/08	12	18	33	24	10	6	1/09	30	37	26	6	0	0	2/09	19	32	31	14	3	0	3/09	37	29	29	8	0	0	4/09	58	24	14	5	0	0	5/09	1	16	44	33	6	0	6/09	3	21	44	25	6	0	7/09	6	39	39	14	1	0	8/09	5	40	55	15	5	0	9/09	10	37	31	20	1	0	10/09	13	36	38	11	1	0	
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**LAC+USC Medical Center**  
 Operational Monitoring Report  
 Reporting Period – October 2009

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<b>3. &amp; 4.</b> <b>Rancho Los Amigos Hospital (RLAH) Transfers</b>	<p><b>Transfers:</b>          The volume of patients transferred to RLAH for acute hospitalization from the Emergency Department and from Inpatient Units.</p> <p><b>Data Source:</b>          Manual record keeping.</p> <p>Cancelled category includes patients who's condition changed leading to higher level of care or discharge home.</p>	<p><b>Month of Oct</b></p> <p><b>Referrals from ER:</b></p> <table border="1" data-bbox="671 459 1587 839"> <thead> <tr> <th></th> <th>Med/Surg</th> <th>Acute Stroke</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td># Met transfer criteria</td> <td>79</td> <td>NA</td> <td>-</td> </tr> <tr> <td># Referred to RLAH</td> <td>79</td> <td>17</td> <td>96</td> </tr> <tr> <td># Transfers</td> <td>52</td> <td>17</td> <td>69</td> </tr> <tr> <td># Denied</td> <td>11</td> <td>NA</td> <td>-</td> </tr> <tr> <td># Cancelled</td> <td>16*</td> <td>NA</td> <td>-</td> </tr> <tr> <td># Patients refused*</td> <td>14</td> <td>NA</td> <td>-</td> </tr> </tbody> </table> <p><b>Referrals from Inpatients:</b></p> <table border="1" data-bbox="671 941 1566 1384"> <thead> <tr> <th></th> <th>Med/Surg</th> <th>Acute Stroke</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td># Met transfer criteria</td> <td>57</td> <td>NA</td> <td>-</td> </tr> <tr> <td># Referred to RLAH</td> <td>57</td> <td>2</td> <td>59</td> </tr> <tr> <td># Transfers</td> <td>25</td> <td>2</td> <td>27</td> </tr> <tr> <td># Denied</td> <td>12</td> <td>NA</td> <td>-</td> </tr> <tr> <td># Cancelled</td> <td>20*</td> <td>NA</td> <td>-</td> </tr> <tr> <td># Patients refused*</td> <td>0</td> <td>NA</td> <td>-</td> </tr> <tr> <td>Other /Pending</td> <td>0</td> <td>NA</td> <td>-</td> </tr> </tbody> </table>		Med/Surg	Acute Stroke	Total	# Met transfer criteria	79	NA	-	# Referred to RLAH	79	17	96	# Transfers	52	17	69	# Denied	11	NA	-	# Cancelled	16*	NA	-	# Patients refused*	14	NA	-		Med/Surg	Acute Stroke	Total	# Met transfer criteria	57	NA	-	# Referred to RLAH	57	2	59	# Transfers	25	2	27	# Denied	12	NA	-	# Cancelled	20*	NA	-	# Patients refused*	0	NA	-	Other /Pending	0	NA	-	
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**Operational Monitoring Report**  
**Reporting Period – October 2009**

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**LAC+USC Medical Center**  
**Operational Monitoring Report**  
**Reporting Period – October 2009**

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<b>Indicator #5 – Harris Rodde Indicators</b>			
<p><b>5.</b></p> <p><b>Average Length of Stay (ALOS)</b></p> <p><b>*Harris Rodde Indicator</b></p>	<p><b>LOS:</b> The difference between discharge date and the admission date or 1 if the 2 dates are the same.</p> <p><b>Total LOS:</b></p> <p><b>Calculation:</b> ALOS is the arithmetic mean calculated by dividing the Total LOS by the Total # of discharges in the monthly reporting period, rounded off to one decimal place.</p> <p><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> &lt;5.5 days</p>	<p style="text-align: center;"><b>ALOS</b></p> <p style="text-align: center;"> <span style="display: inline-block; width: 15px; border-bottom: 1px solid black; margin-right: 5px;"></span> ◆ Target ALOS      <span style="display: inline-block; width: 15px; border-bottom: 1px solid black; margin-right: 5px;"></span> □ Actual ALOS </p> <p><b>*Healthcare Network ALOS - Preliminary data pending Auditor-Controller validation</b></p>	<p>Overall trend in ALOS for the 2-year period prior to the move reduced to a low range of 4.7 – 5.5 days in 2008. Immediately prior to the move, the ALOS increased as the lower acuity patients were transferred to other facilities. This trend may continue depending on number of transfers.</p>

**LAC+USC Medical Center**  
**Operational Monitoring Report**  
**Reporting Period – October 2009**

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<b>Indicator #6 – Pediatric Metrics</b>																																																																																					
<b>6.</b> <b>Pediatric Bed Census and Occupancy (%)</b>  <b>Pediatric ICU (PICU)</b> <b>Neonatal ICU (NICU)</b> <b>Pediatric Unit</b> <b>Adolescent Unit</b>	<b>Census:</b> The total number admitted pediatric inpatients at 12:00 AM midnight of a designated pediatric ward.  <b>Occupancy:</b> The total number of admitted pediatric inpatients divided by the total number of licensed beds on that unit and reported as percentage.  <b>Source of Data:</b> Affinity	<table border="1"> <thead> <tr> <th data-bbox="731 442 901 550">Date</th> <th data-bbox="901 442 1013 550">NICU (40 Beds)</th> <th data-bbox="1013 442 1183 550">Peds Ward (25 Beds)</th> <th data-bbox="1183 442 1295 550">PICU (10 Beds)</th> <th colspan="2" data-bbox="1295 442 1442 550">Med/Surg Adolescent (20 Beds)</th> </tr> </thead> <tbody> <tr> <td data-bbox="731 550 901 607">Nov-08</td> <td data-bbox="901 550 1013 607">56%</td> <td data-bbox="1013 550 1183 607">54%</td> <td data-bbox="1183 550 1295 607">50%</td> <td colspan="2" data-bbox="1295 550 1442 607">33%</td> </tr> <tr> <td data-bbox="731 607 901 665">Dec-08</td> <td data-bbox="901 607 1013 665">52%</td> <td data-bbox="1013 607 1183 665">60%</td> <td data-bbox="1183 607 1295 665">60%</td> <td colspan="2" data-bbox="1295 607 1442 665">40%</td> </tr> <tr> <td data-bbox="731 665 901 723">Jan-09</td> <td data-bbox="901 665 1013 723">52%</td> <td data-bbox="1013 665 1183 723">68%</td> <td data-bbox="1183 665 1295 723">70%</td> <td colspan="2" data-bbox="1295 665 1442 723">75%</td> </tr> <tr> <td data-bbox="731 723 901 781">Feb-09</td> <td data-bbox="901 723 1013 781">50%</td> <td data-bbox="1013 723 1183 781">80%</td> <td data-bbox="1183 723 1295 781">80%</td> <td colspan="2" data-bbox="1295 723 1442 781">85%</td> </tr> <tr> <td data-bbox="731 781 901 839">Mar-09</td> <td data-bbox="901 781 1013 839">57%</td> <td data-bbox="1013 781 1183 839">72%</td> <td data-bbox="1183 781 1295 839">70%</td> <td colspan="2" data-bbox="1295 781 1442 839">80%</td> </tr> <tr> <td data-bbox="731 839 901 897">Apr-09</td> <td data-bbox="901 839 1013 897">57%</td> <td data-bbox="1013 839 1183 897">60%</td> <td data-bbox="1183 839 1295 897">60%</td> <td colspan="2" data-bbox="1295 839 1442 897">75%</td> </tr> <tr> <td data-bbox="731 897 901 954">May-09</td> <td data-bbox="901 897 1013 954">62%</td> <td data-bbox="1013 897 1183 954">72%</td> <td data-bbox="1183 897 1295 954">70%</td> <td colspan="2" data-bbox="1295 897 1442 954">80%</td> </tr> <tr> <td data-bbox="731 954 901 1012">Jun-09</td> <td data-bbox="901 954 1013 1012">60%</td> <td data-bbox="1013 954 1183 1012">64%</td> <td data-bbox="1183 954 1295 1012">60%</td> <td colspan="2" data-bbox="1295 954 1442 1012">75%</td> </tr> <tr> <td data-bbox="731 1012 901 1070">Jul-09</td> <td data-bbox="901 1012 1013 1070">57%</td> <td data-bbox="1013 1012 1183 1070">72%</td> <td data-bbox="1183 1012 1295 1070">60%</td> <td colspan="2" data-bbox="1295 1012 1442 1070">80%</td> </tr> <tr> <td data-bbox="731 1070 901 1128">Aug-09</td> <td data-bbox="901 1070 1013 1128">55%</td> <td data-bbox="1013 1070 1183 1128">64%</td> <td data-bbox="1183 1070 1295 1128">60%</td> <td colspan="2" data-bbox="1295 1070 1442 1128">80%</td> </tr> <tr> <td data-bbox="731 1128 901 1186">Sep-09</td> <td data-bbox="901 1128 1013 1186">55%</td> <td data-bbox="1013 1128 1183 1186">68%</td> <td data-bbox="1183 1128 1295 1186">70%</td> <td colspan="2" data-bbox="1295 1128 1442 1186">80%</td> </tr> <tr> <td data-bbox="731 1186 901 1243">Oct-09</td> <td data-bbox="901 1186 1013 1243">45%</td> <td data-bbox="1013 1186 1183 1243">60%</td> <td data-bbox="1183 1186 1295 1243">60%</td> <td colspan="2" data-bbox="1295 1186 1442 1243">80%</td> </tr> </tbody> </table>					Date	NICU (40 Beds)	Peds Ward (25 Beds)	PICU (10 Beds)	Med/Surg Adolescent (20 Beds)		Nov-08	56%	54%	50%	33%		Dec-08	52%	60%	60%	40%		Jan-09	52%	68%	70%	75%		Feb-09	50%	80%	80%	85%		Mar-09	57%	72%	70%	80%		Apr-09	57%	60%	60%	75%		May-09	62%	72%	70%	80%		Jun-09	60%	64%	60%	75%		Jul-09	57%	72%	60%	80%		Aug-09	55%	64%	60%	80%		Sep-09	55%	68%	70%	80%		Oct-09	45%	60%	60%	80%		
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